

**U. S. Department of Energy  
Chicago Operations Office**

**Argonne Area Office  
FY 2001 Business Plan**

**February 28, 2001**

Submitted/signed by: Robert C. Wunderlich Date: 3/6/01

Approved/signed by: Marvin E. Gunn Date: 3/27/01

**U. S. Department of Energy  
Chicago Operations Office**

**Argonne Area Office  
FY 2001 Business Plan**

**Table of Contents**

- A. Introduction**
- B. Overall Mission and Objectives of the Argonne Area Office**
  - B.1 Who is the AAO?**
  - B.2 Why does the AAO exist and what are its mission and objectives?**
  - B.3 What functions and responsibilities are carried out by the AAO?**
  - B.4 How is the AAO organized to perform its mission?**
  - B.5 Who are the AAO customers?**
  - B.6 What are the AAO customer expectations?**
  - B.7 How are the AAO Business Plan and the CH Strategic Plan related?**
- C. FY 2001 Performance Objectives and Measures**
  - C.1 Overall AAO Objectives for FY 2001**
  - C.2 Specific AAO Performance Objectives**
  - C.3 Measuring Success**
  - C.4 Challenges**
- D. Working towards Future Objectives**
  - D.1 Improving Our Ability to Perform and Be Responsive**
  - D.2 Improving our Processes**
  - D.3 New Initiatives**
  - D.4 Improving our Resources**

**Table 1: AAO Staffing Resources and Projections**

**Appendix A: AAO Organization Chart**

**Appendix B: Summary of Assignments and Delegations**

# **DOE Chicago Operations Office Argonne Area Office FY 2001 Business Plan**

## **A. Introduction**

The purpose of the DOE-Chicago Operations Office (CH) Argonne Area Office (AAO) Business Plan is to:

- 1) Formally establish the mission, objectives, and functions of the AAO.
- 2) Clearly communicate the mission, objectives, and functions of the AAO to the CH Management, CH Matrix organizations, the AAO staff, and others as needed.
- 3) Provide a common understanding that allows the above organizations to work together to achieve the mission and objectives of AAO in support of the overall CH mission and objectives.
- 4) Identify improvements in the current AAO operations and new business initiatives.

The mission and objectives of the AAO are a subset of the overall CH mission and objectives as stated in the CH Strategic Plan.

The AAO Business Plan will be approved by the CH Manager and then baselined by the AAO Manager. Significant changes in the approved AAO Business Plan, such as a change in the AAO mission, would require approval by the CH Manager. Lesser changes require approval of the AAO Manager. If changes in direction occur as a result of a new Presidential Administration, Congressionally directed changes, or changes in the CH Strategic Plan during FY 2001, then this document will be reviewed and revised, as appropriate, to reflect the changes.

## **B. Overall Mission and Objectives of the Argonne Area Office**

This section explains the AAO mission and objectives. A mission is defined as a specific task with which a group is charged to perform. An objective is defined as the specific goal or end point of an effort, activity, or task. The mission and objectives are clearly related. Achieving the individual AAO objectives is the approach for successfully achieving the overall AAO mission. A question and answer format was selected as the most informative way to communicate this information.

1. Who is the AAO?
2. Why does the AAO exist and what are its mission and objectives?
3. What functions and responsibilities are carried out by the AAO?
4. How is the AAO organized to perform its mission?
5. Who are the AAO customers?
6. What are the AAO customer expectations?
7. How are the AAO Business Plan and the CH Strategic Plan related?

In the context of this business plan, the mission and objectives of the AAO will remain essentially constant while the specific functions can change as both internal and external conditions change.

### **B.1 Who is the AAO?**

The AAO is a DOE Facility Group (often referred to as a Site Office) located at Argonne National Laboratory (ANL) in Argonne, Illinois. DOE-CH has site offices at each of the national laboratories that it manages. The AAO is a technical and business management organization that presently consists of thirty-four federal employees at two offices. The main AAO is located at Argonne-East (ANL-E) in Illinois and a satellite office is located at Argonne-West (ANL-W) in Idaho.

### **B.2 Why does the AAO exist and what are its mission and objectives?**

The overall mission of AAO is to manage the DOE performance-based contract with the University of Chicago for the safe, effective, and efficient operation of Argonne National Laboratory (ANL). The AAO objectives are:

- 1) Provide DOE line management oversight of ANL operations and facilities as part of the DOE-CH facility management business line.
- 2) Provide contracting officer responsibilities for the performance-based management contract with the University of Chicago for ANL.
- 3) Ensure the protection of the public, workers, and the environment for work performed at ANL.
- 4) Foster and maintain an environment that is conducive to conducting cost-effective, world-class research and development.

In accomplishing DOE's science and technology mission at ANL, the AAO serves as an integrator and a conduit for interactions (guidance, direction, responses to formal requests, contract negotiations, etc.) between DOE and ANL and between DOE and the University of Chicago. The AAO is committed to adding value by being constructive in determining the most effective and efficient way to successfully achieve the overall DOE mission, objectives, and expectations, within the context of the science and technology mission of ANL, while ensuring a safe work environment. In accomplishing that mission, AAO interacts with HQ, CH, other Operations offices, other Federal, state, county, and local agencies (including regulators), and the public (including nearby residents). These interactions can include meetings, correspondence, information exchange, and negotiations.

### **B.3 What functions and responsibilities are carried out by the AAO?**

A function is defined as an activity or group of related activities that contribute to the larger objective. A responsibility is defined as an obligation to successfully perform the assigned mission and functions. Responsibility implies action and accountability. The AAO has both the DOE Contracting Officer and DOE Contracting Officer Technical Representative responsibility for the ANL contract. The AAO is responsible for the ANL contract, ANL facilities, and ANL programs. These responsibilities have been used to develop the organizational structure within the AAO. They provide the link between the

AAO organization and the AAO mission, and they provide the basic structure for developing the ANL contract performance measures and performing performance evaluations.

Following is a list of functions performed by the AAO that if successfully achieved will ensure that the mission of the AAO is achieved:

- 1) Serve as the facility owner
- 2) Provide DOE line management oversight for ANL facilities and activities
- 3) Administer the performance-based contract
- 4) Serve as Contracting Officer and Contracting Officer's Representative for the ANL contract
- 5) Perform government administrative and business management functions
- 6) Determine applicability of DOE policies and issue direction/guidance
- 7) Develop and maintain an AAO ES&H program; oversee ANL ES&H Program; and perform ongoing validation of the ANL ISM Program
- 8) Perform infrastructure, project, and facilities and environmental management oversight (including planning and implementation)
- 9) Maintain effective working relationships and communication with DOE-HQ, other DOE-CH groups, ANL, the University of Chicago and appropriate federal, state, county, and local agencies, including regulators
- 10) Conduct community stakeholder and media relations
- 11) Promote world-class research in a safe work environment
- 12) Develop appropriate tools and techniques (e.g. standard operating procedures) to successfully accomplish assigned mission elements
- 13) Evaluate ANL performance and provide periodic feedback and, when necessary, direction to ANL and the University of Chicago
- 14) Perform DOE project management responsibilities
- 15) Perform DOE program management responsibilities
- 16) Integrate competing or conflicting interests, programs, and requirements
- 17) Authorize work

The AAO Manager is ultimately responsible and accountable for the successful performance of all AAO responsibilities, functions, objectives, and mission. From a practical standpoint, the above functions and responsibility for performing these functions is assigned to specific internal AAO organizational elements (supervisors and teams). Some of the above functions are assigned to a single internal AAO organizational element, such as item 5 above, while others apply to more than one internal AAO organizational element, such as item 12 above. Appendix A provides the link between the functions and internal AAO organizational elements.

#### **B.4 How is the AAO organized to perform its mission?**

The AAO has established three essential areas of responsibility necessary to carry out the DOE mission at ANL:

- 1) Infrastructure, projects, and environmental projects management
- 2) ES&H oversight and operational awareness
- 3) Contract and business administration of the University of Chicago contract for the management and operation of ANL

AAO has organized itself into six Teams, with each of three supervisors having responsibility for two Teams. An AAO Organizational Chart may be found in Table 2. Five of these Teams are located at ANL-East. Two Teams are responsible for the areas in number 1) above; two Teams are responsible for the areas in number 2) above; and one Team is responsible for the areas in number 3) above. The sixth AAO Team is located at ANL-W, and is known as AAO-W. The AAO-W Team performs the ES&H, infrastructure, project management, and facilities management responsibilities for all activities at the ANL-W site. Integration of these functions and activities is the responsibility of the AAO Manager and AAO Deputy Manager.

The AAO Manager has established an AAO Management Team that includes the AAO Manager, the AAO Deputy Manager, and the two AAO Supervisors (ES&H and I&EPMT). Significant decisions will be made by the AAO Manager after consultation with the AAO Management Team. Individual AAO Team Leaders will be consulted, as appropriate.

The staff of AAO includes line managers and some subject matter experts. Additional subject matter expert support is provided by the CH matrix staff, on an as needed basis. The AAO teams have been aligned with both the key functional areas as well as the customer expectations discussed in Section B.6 below. The customer expectations are also aligned with the performance measures within the ANL contract. Therefore, there is a direct link between the customer expectations, the ANL contract, the AAO functional areas, and the AAO organization.

The important relationship between the mission, functions, customer expectations, Business Plan objectives and the expectations of the contractor are discussed in Appendix A.

### **B.5 Who are the AAO customers?**

Our primary customers are those organizations that provide funding support for the operation of the ANL facilities or directly to AAO. The DOE Office of Science (SC), as our largest program sponsor, is our major customer. Other significant program sponsors include the DOE Office of Nuclear Energy, Science and Technology (NE), DOE Environmental Management (EM), DOE Energy Efficiency and Renewable Energy (EE), and DOE Nonproliferation and National Security (NN). A partnership arrangement has been established between the AAO and SC and between the AAO and NE. This arrangement is necessary because SC serves as the landlord for the ANL-E site, and NE serves as the landlord of the ANL-W site. The AAO/landlord relationship must be effective to ensure that the site and infrastructure are maintained while conducting the desired research mission at both these ANL sites.

From a practical standpoint, the CH Manager serves as an internal customer for the AAO. In addition, AAO has special arrangements with other business groups within CH to provide the necessary support to enable AAO to accomplish our mission. Several CH matrix organizations provide support functions to the AAO.

The AAO also recognizes other stakeholders. Stakeholders are those organizations that can influence AAO's ability to meet its mission. This includes federal, state, county, and local regulatory agencies, as well as other DOE organizations that perform audits or

issue directives. An important stakeholder is the DuPage County Forest Preserve because they own the land that surrounds the ANL site. For ANL-W, an important stakeholder is the Idaho National Engineering and Environmental Laboratory because of the joint programs and the services that they provide to ANL-W. In addition, the American taxpayers are an important stakeholder and expect value for their tax dollars.

## **B.6 What are the AAO customer expectations?**

The ultimate goal of our customers (program sponsors) is to make the ANL facilities available to the research community through safe, effective and efficient management of the ANL facility. The AAO is expected to assist customers in carrying out their mission by helping to solve problems, by being flexible in meeting their needs, by doing things right, and doing them in a timely manner.

SC has identified a list of high level expectations for the management of the national laboratories, that apply to both the AAO and ANL. These expectations are:

1. Science and Technology – perform and support outstanding science and technology. Develop and support leading edge enabling technologies that are critical to the DOE program sponsor needs and the nation.
2. Leadership – provide leadership that ensures excellence, relevance, and stewardship in all aspects of the conduct of program activities.
3. ES&H – ensure the safety and health of the workforce and members of the public and the protection of the environment in all program activities.
4. Infrastructure – maintain the infrastructure to support operations in a safe, environmentally responsible, and cost-effective manner.
5. Business Operations – use efficient and effective corporate management systems and approaches to guide decision-making, streamline and improve operations, align resources and reduce costs, and improve the delivery of products and services.
6. Stakeholder Relations – be a good neighbor. Work with the customers, stakeholders, and neighbors in an open, frank, and constructive manner.

These expectations flow directly to the organization and functions of the AAO, and to the ANL contract performance measures.

## **B.7 How are the AAO Business Plan and the CH Strategic Plan related?**

The CH Strategic Plan states that CH is a critical line organization, providing technical and business management services to ensure DOE achieves its mission. Among the mission elements assigned to CH is the performance-based management of five Management and Operating (M&O) contracts that includes ANL. CH is responsible for integrating DOE's policy, program direction, and resource applications to ensure DOE's commitments are delivered as specified, within budgetary, schedule, legal, and regulatory constraints.

The CH Strategic Plan also states that CH is committed to excellence in providing quality, responsive and cost effective services and products to advance the corporate DOE missions. CH is a leader, providing a dynamic management team that enables excellent science to be performed through innovative performance based management

techniques. CH recognizes the need to develop constructive relationships with our customers and suppliers.

The CH Strategic Plan includes nine values that AAO supports in achieving the AAO mission. CH has established a vision of “One Chicago” that contains the following four strategic goals:

- 1) deliver the science mission
- 2) provide corporate management
- 3) provide effective stakeholder programs
- 4) implement strategic partnerships

The mission and objectives of the AAO are a subset of the overall CH mission and objectives as stated in the CH Strategic Plan. AAO is a technical and business management team responsible for integrating DOE requirements into the M&O contract for ANL. The AAO Business Plan and its annual updates is the tool that AAO uses to ensure effective corporate management of ANL. AAO continues to be an active proponent of a successful science and technology program at ANL. An effective stakeholder communication program is in place, consistent with our customer expectations. Strategic partnerships have been implemented where they can leverage DOE resources, such as for the Spallation Neutron Source Project and with Work-for-Other customers.

## **C. FY 2001 Performance Objectives and Measures**

AAO's vision is to be recognized as a model site office for effective and efficient management of a performance-based management contract. The staff and management of the AAO understand that we need to meet our customers' expectations. Accomplishing that in turn will allow our customers' goals to be achieved. The AAO objectives are focused on what our customers and stakeholders expect of us, customer priorities, and determining how to conduct our business while pursuing continuous improvement.

AAO management also understands that our staff are our most important resource. Therefore, another AAO objective is to maintain an environment where staff are motivated and well-trained, and are relied upon to assist AAO management in achieving the AAO mission and objectives.

This section discusses the specific objectives for the AAO for achieving its mission. Section C.1 discusses the overall objectives for the AAO while Section C.2 is the detailed listing of performance goals that will achieve the overall AAO objectives. FY 2001 will be a challenging year for the AAO. The following Performance Objectives & Measures represent the major activities and accomplishments we intend to accomplish this year. Performance Objective owners will be responsible for their objectives. The AAO Performance objectives support the existing CH Strategic Plan.

### **C.1 Overall AAO Objectives for FY 2001**

The AAO believes that it meets existing requirements for a fully functioning Facility Group/Site Office. Our vision is to be a model Site Office. Therefore, continuous



improvement must be the mechanism for achieving this objective. Therefore, the AAO has developed a list of key AAO goals and objectives for FY-01. Listed by customer expectations, these FY-01 objectives are the following:

#### 1. Science and Technology

1. AAO will work with ANL to increase AAO participation in the annual ANL Institutional Planning Process.
2. AAO will continue to work with NE to manage NE work at ANL-W.
3. AAO will increase communications with the DOE Office of Science to ensure that we are meeting their expectations and identify opportunities for assisting them.

#### 2. Leadership

1. AAO will work closely with ANL management to ensure that the ANL and AAO missions are accomplished and to effect improvements in accountability and responsiveness.
2. AAO will continue to provide CH management with detailed information on AAO results and issues.
3. AAO Management will ensure continued training and development of AAO staff. This may include developmental assignments.
4. AAO will work to clarify AAO expectations of CH support staff so that they understand our needs.
5. AAO will work with CH management to provide necessary input for a smooth transition period with the new administration.

#### 3. ES&H

1. AAO will continue to work with ANL to ensure that the ISM Program is maintained and enhanced.
2. AAO will work with ANL to ensure that nuclear safety program and Price Anderson issues are resolved and performance improves.
3. AAO will maintain operational awareness of ANL facilities and operations as defined in the AAO Operational Awareness and Direction Program Description.
4. AAO will continue to improve and enhance its Facility Representative Program.

#### 4. Infrastructure

1. AAO will implement the requirements of the new DOE Order 413.3 "Program and Project Management for the Acquisition of Capital Assets" and provide appropriate guidance to ANL.
2. AAO will continue to implement the DOE Order 430.1A, "Life Cycle Asset Management," as modified by DOE Order 413.3, and provide proper guidance to ANL.
3. AAO will continue to implement DOE Order 430.2, "In-House Energy Management," and provide proper guidance to ANL.

4. AAO will continue to work with ANL on waste operations transition from EM to SC.
5. AAO will continue to work towards early completion of the EM clean-up work at ANL.
6. AAO will continue to support SNS consistent with the DOE MOA and support as needed for other SC initiatives including Nanotechnology and the Rare Isotope Accelerator.

## 5. Business Operations

1. AAO will continue to work with ANL to improve ANL performance in the following business areas:
  - a. Cyber-security
  - b. Safeguards and security
  - c. Counter-intelligence
  - d. Personal Property
2. AAO will enhance the management of ANL's performance-based management contract in the following areas:
  - a. Early initiation of FY-02 performance measures development.
  - b. Inclusion of additional customer and stakeholder input.
3. AAO will continue to develop strong communications with ANL in the areas of Partnership Agreements and Procurements.

## 6. Stakeholder Relations

1. AAO will continue to work closely with the Community Leaders Round Table and to identify other opportunities to involve the local communities at ANL-E.
2. AAO will continue to work with the State of Idaho and the Idaho Operations Office to ensure the continuity of ANL-W operations.
3. AAO will continue recently increased interactions with IEPA to support early completion of ANL-E site clean up.

## **C.2 Specific AAO Performance Objectives**

To be determined. Each AAO Team will develop the detailed description of the tasks and activities that will be used to achieve the objectives in Section C.1. It is anticipated that after these detailed tasks and activities are developed, we will review Section C.1 to ensure that both sections C.1 and C.2 are consistent.

## **C.3 Measuring Success**

The AAO will measure its effectiveness in achieving its objectives through periodic self-assessments, CH Management assessments, and customer feedback. Based on previous customer surveys, we believe that our customers are particularly interested with our performance in areas where it is difficult to develop objective measures. Some specific examples of this performance are:

- \* being flexible in meeting needs,
- \* assisting in problem solving,
- \* understanding customer's needs, and

\* being accessible.

The AAO is continuing its efforts to improve its effectiveness. Effective communication is important to our success, particularly in those areas that cannot be objectively measured. The AAO Business Plan objectives and internal performance measures are being used to focus AAO staff on meeting mission objectives. Each year, new AAO Business Plan objectives will be developed to correct existing problems and identify new challenges.

## **C.4 Challenges**

FY 2001 will present a special challenge. A new CH Manager and a new AAO Manager have recently been appointed, and some changes in management style are expected. In addition, ANL has recently selected a new Director and the associated level of change is unknown. A new Presidential Administration and Congress have been selected; this will be expected to result in a variety of changes. It is clear that the AAO will be expected to continually re-assess its mission and objectives as new initiatives and changes occur. The AAO Business Plan will serve as the baseline for assessing the impact of those changes and providing consistent guidance to the AAO staff.

Over the past few years decreasing budgets and staffing have required the AAO to reassess its priorities and reconfirm its commitment to achieving its mission and objectives. We believe that we need to increase our communication with our program sponsors to identify and prioritize program requests and expectations. Performance-based management contracting also challenges us to assess our contractor's performance and continue to selectively raise expectations in creative ways. The AAO believes that the AAO mission and objectives will be accomplished effectively and efficiently through the following:

1. The use of capable AAO staff
2. Staff support from the CH matrix organizations
3. Close ties with CH Management
4. Establishing effective relationships (partnering) with our program sponsors
5. Internal continuous process improvements

## **D. Working Towards Future Objectives**

This section discusses change and the long-term AAO mission and objectives. Establishing long-term AAO objectives requires a vision of what is to be achieved and an understanding that there is a defined value in achieving that vision. If a vision cannot be completely defined, then at least a sense of direction is needed for an orderly change to occur. Because the AAO is not an independent entity, this vision or sense of direction can come from within the AAO, or from the CH Manager, or from the DOE-HQ Program sponsors, or from others that control the DOE.

### **D.1 Improving Our Ability to Perform and Be Responsive**

The AAO is a line management organization. The AAO standard is to perform work at a level that meets or exceeds the expectations of customers (program sponsors). Achieving stakeholder expectations is considered key to the success of AAO. The AAO

management needs to ensure that the expectations, and any changes in expectations, of senior CH management are understood and achieved. Each AAO employee needs to understand the mission and objectives of AAO, as well as the expectations of the program sponsor/customer for her/his job. Each AAO employee is further encouraged and expected to develop, propose, and act on ideas for improvement. All of the above items are needed for a successful AAO continuous improvement process.

## **D.2 Improving our Processes**

The AAO will continue to work on having greater flexibility to meet the current AAO mission and objectives while accommodating required change. Resources will be allocated at the AAO Management level. Where decisions can be made at the Team level, this will be encouraged. Resource limitations in many cases drive efficiency and the ability to meet our current objectives. The level of risk associated with activities will drive priorities. Managing our processes and making necessary changes to the processes will be important to achieving efficient operations. Communications, as always, remain critical.

Various means are used to provide feedback to improving our processes. Several different self-assessment processes are performed on a regular basis. Examples include annual FMFIA assessment, the development and periodic revisions to this Business Plan, Facility Representative assessments, AAO staffing analyses, etc. Assessments by groups outside the AAO frequently provide additional input. Important changes or corrective actions are tracked either through the Business Plan or other existing tracking systems.

## **D.3 New Initiatives**

DOE-HQ has identified a number of new initiatives over the past several years. Among these initiatives was the Center for Risk Excellence, which is now located at DOE-CH. There is an expectation that DOE-HQ will continue to develop new initiatives. The AAO may be asked to participate in the CH determination on whether to take on new work. In some cases, the AAO can be the best source to provide these services. CH may also identify new initiatives where the AAO will be asked to participate.

The AAO will continue to examine both technical and administrative areas to determine, if and where, we should pursue new initiatives, such as developing a necessary type of skill or expertise in the office. Examples include the need for AAO facility representatives to develop enhanced accelerator expertise, the development of internal AAO talent to evaluate the use of utility services as a result of deregulation, and the certification of AAO project managers.

## **D.4 Improving our Resources**

The AAO is committed to improving its staff capabilities. This includes training and development of the AAO staff. Employees will continue to develop an annual needs assessment (Individual Development Plans) to identify training needs and meet appropriate qualification standards for their jobs. Internal changes in the AAO staffing will occur as needed. Reassignments between Teams will occur as needed, and additions

to the AAO staff will be proposed to senior CH Management as needed. Table 1 provides AAO staffing resources and projections.

**Table 1: AAO Staffing Resources and Projections**

<u><b>AAO Organization</b></u>	<b>Fiscal Year</b>		
	<b>00</b>	<b>01</b>	<b>02</b>
AAO Manager and Deputy Manager	2	2	2
Supervisors	2	2	2
Clerical and administrative	3	3	3
AAO-W Team	6	6	7
Business Management Team	4	4	4
Environmental Compliance Team	2	2	2
Safety and Health Team	7	8	8
Infrastructure and Project Management Team	3	3	3
Environmental Projects Team	5	5	5
<b>Total Staff</b>	<b>34</b>	<b>35</b>	<b>36</b>

Staffing Assumptions:

- Team totals include Team Leader position.
- The FY-01 and FY-02 Business Team numbers assume continued support from CH-Financial Services.
- The FY-00 numbers reflect a significant reduction in staffing that has occurred within AAO over the past several years. The numbers also reflect the re-distribution of work that has taken place.
- FY-2000 ES&H Team assumed that health physics support was provided by TAS-STIS. FY-2001 numbers reflect the hiring of a AAO Health Physicist. FY-2002 numbers reflect the hiring of an NE Program Manager at AAO-W. NE support will be needed for a new AAO-W Program Manager position.
- Operational Awareness Program remains intact: continued need for 8 facility reps (5 at AAO-E and 3 at AAO-W).
- Presently no significant impacts from the creation of NNSA or other DOE or Congressional initiatives.
- Presently no significant changes in ANL's role within the DOE mission. If new or expanded ANL mission occurs, such as transfer of TA-18 function or construction of Remote Treatment Facility at ANL-W, then staffing numbers will need to be revisited.
- The table also reflects a continued reduction in support services contractors assistance.

## **Appendix A**

### **AAO Organization Chart**

(Separate file)

## **Appendix B**

### **Summary of Assignments and Delegations**

(Separate file)